

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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PORTER INSTALLED — THAYER ELECTED

Campbell, Carlson, and Friedlander elected to key positions

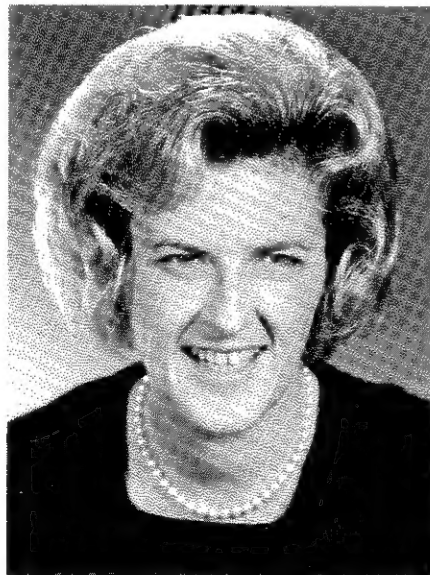
At the annual business meeting of the Division held in Chicago last August 31, President-elect **Lyman Porter** received the gavel of office from outgoing President **Don Grant** who in turn introduced the new President-elect **Paul W. Thayer**. Porter, who serves as President during 1975-76, is Dean, Graduate School of Administration at the University of California, Irvine. Thayer has just completed a term of office as Secretary-Treasurer of Division 14 and will serve as President during 1976-77. He was featured in a "focus" article in the August 1975 issue of **TIP** which recorded his many involvements in affairs of the Division as well as of APA. He is currently Senior Vice-President, Life Insurance Marketing and Research Association, Hartford, Connecticut.



Dr. Thayer

Dr. Mary Tenopyr of A.T.&T., New York City, was elected to a three-year term as Secretary-Treasurer. Dr. Tenopyr formerly held positions with North American Rockwell and with the U.S. Civil Service Commission. She has just completed a term of office as the Division's representative to APA Council.

Also announced were the elections of **Richard J. Campbell**, AT&T, as Member-at-Large to the Division's Executive Committee, and **Robert E. Carlson** and **Frank Friedlander** as Representatives to APA Council. Carlson is currently Vice-President for Research for LIMRA and Friedlander is Professor, School of Management, Case-Western Reserve University. All three have been actively involved in Divisional business as committee members and committee chairmen. Friedlander has just completed a term of office as Member-at-Large to the Division's Executive Committee.



Dr. Tenopyr

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PROGRAM POST-HOC

by Mildred Katzell

What the Program Committee Conversation Hour may have lacked in quantity of attendance was made up in the quality of the suggestions and comments. The 25-35 attendees generally approved of this year's program. Someone observed that the quality of the program undoubtedly caused the crowding of the rooms, and it was acknowledged that session attendance is difficult to predict.

People seemed to like the small group discussions and the hospitality room and thought both should be continued and given more publicity. If the hospitality room could be a regular service of Division 14, committees could hold meetings, symposia members could congregate, and other appointments could be scheduled for that facility.

A follow-up on **Irving Bluestone's** address was recommended, carrying forward the "quality of work life" theme, and the incoming program committee was urged to seek innovative approaches to program presentations. The outgoing president, **Don Grant**, questioned the need for a conversation hour with the past president, and suggested better use could be made of the program time. The committee was advised to establish stronger objective guidelines to be sent to all presenters, dealing with size and legibility of projected visuals, numbers of copies of handouts, and adequacy of preparation of presenters.

The Program Committee for the coming year is composed of **Stan Acker**, **Ginny Boehm**, **Lorrie Eyde**, **Dick Hackman**, **Milt Hakel**, **John Hinrichs**, and **Jack Wakeley**, Chairman. The deadline for receipt of proposals is February 1, so start now to organize that session you want to have next September in Washington, D.C.

President's Message

by Lyman W. Porter

As we start this new year in Division 14, following the annual APA meeting, I first want to take this opportunity to congratulate the outgoing officers, particularly President **Don Grant** and Secretary-Treasurer **Paul Thayer**, and the various Divisional committees and their members this past year (especially including our **TIP** editor, **Art MacKinney**), for their efforts in insuring that Division 14 continues as a healthy and viable organization. They have all done a really first-rate job.

There are two tangible signs of our current health: First, the fact that through the work of **Ken Wexley** and has Membership Committee we were able to attract 132 new members and 42 new associates this year. Certainly, these are encouraging numbers. Second, and perhaps even more important, is the "embarrassment of riches" we have in terms of the number of members who would like to serve on divisional committees. This past year some 180 members completed forms that enabled the Committee-on-Committees (ably headed by **Rogers Taylor**) to recommend nominations for committee vacancies. Unfortunately, the realities of our committee system are such that we have only about 60-65 committee positions available to fill each year. Furthermore, for purposes of continuity, we must fill about half of these positions with members who have served on their respective committees the previous year. Thus this year (as has been typically the case in preceding years), the President was only able to appoint some 29 or 30 new committee members who had not served the preceding year. What this means is that many of those who wanted to serve, and who were fully qualified to do so, could not be accommodated this year on standing committees. However, their files have

been passed on to this year's Committee-on-Committees for consideration for next year. In addition, if certain of the standing committees need to appoint special task forces, this pool of talent would be the first to be utilized.

The fact that at the moment the Division is in good shape should not be cause for complacency. Indeed, unless we look to the future and attempt to see how we can improve and develop the organization we are in danger of losing ground in a fairly short period of time. It was for this basic reason that last year the Executive Committee appointed, for the first time, a Long Range Planning Committee (see p. 36 of the August issue of **TIP** concerning the initial article about the LRP). At the recently concluded APA meeting the LRP Committee distributed its first report to those in attendance at the Division's Open Forum. If you were not there at the Forum, or were one of those unable to obtain a copy of the "green paper" (as it came to be called), one can be obtained by writing to our new Secretary-Treasurer, **Mary Tenopir**, to request a copy. The contents of the report do not yet have any official status in the Division, inasmuch as it is for the moment simply a committee document and not a set of resolutions passed by the Executive Committee. However, the points raised in the report will be considered by the Executive Committee during its meetings this year. **The report deals with important matters and the future direction of our Division.** After you have read the document, I urge you to write to this year's LRP chairperson, President-elect **Paul Thayer**, and inform the Committee of your reactions to the various points in the report. Let us know what you agree with, what you disagree with,

(Cont'd. on Page 31)

WHO GETS THE TESTS?

Update On Detroit Edison and Local 223, Utility Workers Union of America, AFL-CIO, Before the National Labor Relations Board

by Marshall Sashkin and William L. Roskind

All Division 14 members should have received Bill Roskind's letter of August 8, 1975, describing the NLRB decision concerning the disclosure of personnel tests and individual test results, by the employer (Detroit Edison) to the Union (UWUA; AFL-CIO). Most of us should be quite interested in this case, as it concerns issues of both a practical and ethical nature. The NLRB decision of 30 June modified an earlier decision and required the company to provide the union with actual copies of the tests used and the actual test papers of applicants. Ethically, this relates to concerns dealt with in the 1974 APA Standards for Educational and Psychological Tests and in the 1975 Division 14 policy report, **Principles for the Validation and Use of Personnel Selection Procedures**. Specifically, Principles C7 and C13 under "Implementation" concern the training of those who use tests and confidentiality and test security. APA Standards are explicit in that test materials should be accessible only to qualified users. Practically, there exists the possibility that test materials may be circulated in unauthorized ways, such that "correct" answers become common knowledge, thus rendering the tests themselves quite useless. The NLRB decision was made by a 2-1 majority vote, with the dissenting opinion (**R.E. Kennedy**) essentially citing the practical consideration just noted.

Since August, several further events have taken place: (1) Detroit Edison filed a request for reconsideration, which was denied. (2) The Michigan Psychological Association filed an **amicus curiae** brief with the NLRB, which has not at this writing been acted upon. (3) **Don Grant** wrote to **Don Campbell**, APA President, on behalf of Division 14, urging that APA take up the issue, determine a position, and file an **amicus** brief. (4) The Professional and Scientific Ethics Committee of APA reviewed the issues and called in two consultants, who assembled the facts and submitted a report for review by the APA Board of Directors. (5) The Board decided to have an **amicus** brief prepared and, if approved by them, will submit this brief to the NLRB. (6) At the annual meeting, in Chicago, the Executive Committee of Division 19 issued a statement in support of the "reluctance of Detroit Edison to hand over tests" and concluded that the practices the company was engaging in are in conformity with APA ethics and standards. (7) Finally, the U.S. Chamber of Commerce may prepare an **amicus** brief, but this is not yet certain.

The ultimate outcome of this case will have significant implications for all those who use personnel tests. **TIP** will try to keep you posted on further actions as quickly as possible.

... **TIP's** editor for the next (i.e., the February) issue will be **Mike Kavanagh** of SUNY Binghamton. Mike is regularly Associate Editor of **TIP** and carries total responsibility for issues every once in a while.

Langdale Wins Dissertation Award

John Langdale, a student of Ray Katzell at New York University, won the 1975 Division 14 S. Rains Wallace Dissertation Award for the best doctoral dissertation submitted in the 1975 competition. The title of his dissertation is, "Assessment of Work Climates: The Appropriateness of Classical-Management Theory and Human Relations Theory under Various Contingencies." John presented it as a paper at the 1975 annual meeting in Chicago.

Dr. Langdale is now Director of Examination at the MABSTOA Examining Board in New York City.

Past recipients of the Wallace Dissertation award were:

1970 Robert Pritchard
1971 Michael T. Wood
1972 William H. Mobley
1973 Phillip W. Yetton
1974 Thomas Cochran

TIP GOES QUARTERLY

Effective with this issue, **TIP** officially becomes a quarterly newsletter-journal. Starting nearly two years ago, **TIP** staff and the members of the Division's Executive Committee began talking about the possibility of changing to a quarterly publication schedule. The general consensus was—and remains—that a more frequent publication schedule will enable **TIP** to be more timely and hence of more use to the membership. The revised publication schedule will now include issues on February 1, May 1, August 1 (the convention issue) and November 1. Copy deadlines are six weeks before each publication date, and mailing dates are approximately a week or ten days prior to publication dates.

Guest editor for the February issue (1976) will be **Mike Kavanagh**. Mike functions regularly as Associate Editor and has acted as Editor on past occasions. Material for the February issue should be sent to Mike: School of Management, SUNY, Binghamton, New York.

SEIOPA ANNOUNCEMENT AND CALL FOR PAPERS AND PARTICIPANTS

The second annual meeting of the Southeastern Industrial and Organizational Psychologists Association (SEIOPA) will meet in New Orleans, March 16, 1976, the day before the meeting of the Southeastern Psychological Association. The plan is to have a program including discussion of problems and topics of interest to I-O psychologists, informal research reports from students and I-O psychologists, and a summary discussion. Proposals and suggestions, including those for discussion topics, informal presentations and participation, should reach **Jack Larsen**, SMC 413, College of Business Administration, The University of Tennessee, Knoxville, TN 37916, by January 15, 1976. Volunteers to help with arrangements, programs, publicity, registration, etc. are needed to make the program and meeting successful. Contact Larsen **as soon as possible** to indicate your willingness to help.

REACTION TO SPEECH BY IRVING BLUESTONE

by Mark Lifter

Three cheers for the Division 14 Program Committee. If not the Program Committee, then three cheers for whomever suggested invited Mr. Bluestone to speak in Chicago. I say this because I found his talk, "A Role for the Industrial Psychologist in Employer-Employee Relations," both stimulating and promising for our field. My first observation was that Mr. Bluestone reminded us all that the issues with which we deal are not only scientific, applied, or even economic. Instead, as Mr. Bluestone recounted three incidents of assault and murder which occurred in the automobile industry, we were reminded that the subject matter of industrial-organizational psychology often goes to the core of the meaning of identity in our society, with implications ranging to matters of life and death.

Mr. Bluestone's talk was also insightful in his description of what it really means to be the man or woman on the assembly line. While I have read many descriptions of this work role, reviewed the relevant research, and conversed with workers who actually do it, I am not sure that I ever understood so well the nature of the tedium, the power structure, and the implications for self-esteem and emotional health.

My final observation was that Bluestone painted a bright picture for the future role of our profession in humanizing the work place to meet individual needs while at the same time attaining organizational and societal goals. If the trend which Mr. Bluestone described of active union encouragement and participation in organizational change and development activities continues, then the labor movement is likely to become a powerful force for such change. According to Mr. Bluestone, we as industrial-organizational psychologists have major roles in facilitating this significant social movement. It is up to our profession to be prepared to meet such an obligation.

Finally, I hope to see more of the approach illustrated by Mr. Bluestone's appearance at future conventions. Whether we work in academia, industry, or consulting, our effectiveness depends in large part upon our knowledge of the world around us and the views of the non-psychologist "significant others" who inhabit and affect it.

NEW MEMBERS AND FELLOWS

Ten new fellows and 174 new members were accepted by Division 14 at the annual business meeting last August 31. A forthcoming issue of **TIP** will carry full information, including a bio sketch of new fellows, but the information was not available as of press date for the current issue. New fellows are: **Clayton P. Alderfer, Alan R. Bass, Joel T. Campbell, Larry L. Cummings, Irwin L. Goldstein, Terence R. Mitchell, Robert D. Pritchard, Benjamin Schneider, William H. Starbuck, and Karl E. Weick**. **TIP** does not have data for earlier years, but this year's gain of 174 new members compares very favorably with last year's 165. Elsewhere in this issue, the Division's Membership Chairman, **Ken Wexley**, announces plans to gain an even larger number this coming year.

EEO Echoes At APA

by Mike Kavanagh

As with the past several conventions, the topic of equal employment opportunity kept "popping up" in discussions, both formal and informal, at the annual meetings in CHICAGO. There were four symposia concerned with various aspects of equal opportunity, plus the Mock Trial, and **Dick Campbell's** conversation hour on women in jobs requiring heavy physical work. In addition, the topic arose in many of the open discussions, e.g., the conversation hour with **Ed Fleishman**. As a result of all this discussion, EEO was echoing through the Palmer House — only to be heard late at night. As a dedicated staff member of **TIP**, I listened and here are a few of the "facts" I recorded:

1. Division 14's "Principles For The Validation and Use of Personnel Selection Procedures," published as a separate with the previous issue of **TIP**, have had a significant impact on the work of the coordinating council that is preparing new EEO guidelines. In fact, **TIP** learned that the publication of the new guidelines was delayed by the appearance of the Division 14 publication.

2. To add emphasis to the previous point, it was particularly note-worthy that **Don Grant**, during the Division 14 business meeting, indicated that

QUOTED WITHOUT COMMENT

"I had had experience with using the Wonderlic before, which is a short form Verbal Intelligence Test, and knew that it had, uh, probably more validation studies behind it than any other short form Verbal Intelligence Test. So, after consultation we decided to institute the Wonderlic, in addition to the Beta, in view of the fact that the mill had changed quite a bit and it had become exceedingly more complex in operation. We did not, uh, validate it, uh, locally, primarily, because of the expense of conducting such a validation, and there were some other considerations, such as, uh, we didn't know whether we would get the cooperation of the employees that we'd need to validate it against in taking the test, and we certainly have to have that, so we used National Norms and on my suggestion after study of the Wonderlic and Norms had been established nationally for skilled jobs, we developed a, uh, cut-off score of eighteen (18)."

The Responsible Plant Official,
Albemarle Paper Company

Lowell Perry, Chairman of EEOC, had personally thanked Division 14 for its help.

3. The *Moody v. Albemarle* decision has been made by the Supreme Court (see **Jim Scharf's** article on this case in the August issue of **TIP**), and it was quite complicated. **TIP** is in the process of "volunteering" someone to write a concise and interpretative article on the case.

4. **Jim Scharf** has developed a selected bibliography on fair employment. It is available from him at the Office of Research, EEOC, 2401 E Street, N. W., Washington, D. C. 20506.

5. During the conversation hour with **TIP**, the issue of legal representation for I/O psychologists involved in EEO cases was raised. The problem of finding a lawyer conversant with EEO cases was discussed, and it was suggested that a list should be established. **TIP** might be a logical clearing-house for this type of information.

I'm sure I missed a number of echoes. However, the ones I heard were continuous, some quiet, and some emotionally intense. I am fairly certain it will be some years before these echoes die away from our annual meetings.

NOTES AND NEWS

by Art MacKinney

John Zuckerman has been named Director of the University of Houston's Energy Institute. It is the writer's understanding that John is the only psychologist in the U.S. to hold a position of this type. He promises to send **TIP** a description of the Institute and his work for publication in a forthcoming issue.

Scott and Susan Myers have moved to Florida where they are Director and President, respectively, of the Center for Applied Management at its new location at 181 East Sunrise Avenue, Coral Gables, 33133. Telephone: 305-665-8813.

The bulletin of the Pennsylvania Psychological Association reports on the activities of the I/O Division. In that report it is noted that President **Robert Stover** had just announced that **Harry J. Woehr** had been elected President-elect of the Division and **John Bone** had been re-elected Secretary. **Ted Kunin** will represent the Division on the PPA Council.

Ann Howard has been named Personnel Supervisor-Research, Management Selection and Development Research Section, AT & T. She was formerly Director of Research for L. F. McManus Co., in Worcester, Mass. Her new address is 195 Broadway, New York, 10007.

The School of Industrial and Labor Relations at Cornell University has an interesting set of publications in their "key issues" series which will be of interest to Division 14 members. A wide variety of topics are treated: the latest deals with group legal services. Write for a brochure: NYSSILR, Cornell University, Ithaca, New York, 14853.

Which reminds me—**Tove Hammer**, Assistant Professor at the NYSSILR has agreed to act as a reporter for **TIP** to keep us informed of developments in areas related to labor relations. Look for her reports in forthcoming issues.

And while we're on the subject—NYSSILR's New York City branch is now offering a certificate program in EEO Studies. Topics include law, affirmative action, selection and testing, compliance review, and resolving complaints. Write EEO Studies, Cornell University, 3 East 43rd, New York, 10017.

Mel Sorcher, until recently of GE, has become Director of Management Development for Richardson-Merrell, Inc., a multi-national pharmaceutical company. Mel's new address is 10 Westport Road, Wilton, Connecticut, 06897.

Paul Muchinsky has been appointed Director of the Industrial Relations Center at Iowa State University. He continues as an Assistant Professor in the Department of Psychology as well. Iowa State is the one in Ames: zip 50010.

Gary Latham of Wyerhauser has informed **TIP** that an I/O group has been formed within the Applied Division of the Canadian Psychological Association. In addition to Latham as Chairman, other officers include **Lorne Kendall** for Program, and **Robert Haccoun** for Membership. Other participants include **Bob Morrison** and **Bob House**. Interested persons may write Gary at Wyerhauser Co., Tacoma, Washington 98401.

Frank Schmidt of the U.S. Civil Service Commission, Bureau of Policies and Standards, Washington, has been appointed to the editorial boards of **Organizational Behavior and Human Performance**, **Journal of Applied Psychology**, and **Academy of Management Journal**.

Henry Sisk of Denton, Texas, is another addition to **TIP's** continuing list of psychologists who do consulting in regard to EEO issues. He reports that his main interest is in labor arbitration work which "... has its share of cases which properly belong under Title VII." Dr. Sisk's address is Box 5114, North Texas Station, Denton, 76203.

Development Dimensions has announced a series of basic and advanced workshops on the assessment center method for the remainder of 1975 and for 1976: workshops will be given by **Bill Byham**, **Doug Bray**, and **Joseph Thoresen**. Information on dates and costs are available from Development Dimensions, 250 Mt. Lebanon Blvd., Pittsburgh, 15234.

Robert H. Miles, formerly of the University of Alabama, has been appointed Assistant Professor of Organizational Behavior, School of Organization and Management, Yale University. Dr. Miles has also been appointed to the Editorial Board of the **Journal of Business Research**.

The Association for Women in Psychology has established an annual research prize (\$100) for psychological research on women. Although the deadline for this year will have passed by the time you read this announcement, it is useful info to salt away for next year. Papers should be submitted to **Irene Frieze**, Psychology Department, University of Pittsburgh, Pittsburgh, Pennsylvania, 15260.

To stimulate thinking on possible applications of behavioral procedures to business problems, the Behavioral Engineering in Business Awards for creative proposals for solving designated problems in business has been established. For 1976, proposals are solicited which treat the prevention of shoplifting. Prizes range from \$100 to \$500. Submissions should be sent to **Todd R. Risley**, Department of Human Development, University of Kansas, Lawrence, 66045.

Robert A. Weaver has been appointed Coordinator, Supervisory Development Programs, School of Continuing Education, Indiana University of Pennsylvania, and Learning Facilitator, Career Management Development Program of the Eastern Division, North American Coal Corporation. Dr. Weaver's address is 1080 Mansfield, Indiana, Pennsylvania, 15701.

The California State Personnel Board is seeking a Personnel Selection Consultant or a Supervising Personnel Selection Consultant. Address: 801 Capitol Mall, Sacramento, 95814.

Mike Cooper has been appointed Assistant Professor of Management and Organizational Behavior, Graduate School of Administration and College of Business Administration, Suffolk University, Boston. He continues as President of Cooper Associates, an affiliate of Data Education, Inc.

Several Division 14 members were featured and quoted in a recent article in the MBA magazine entitled, "Peering Into The Corporate Id." Among those mentioned were **Joel Moses** of AT & T, **Mark Voight** of Exxon, **Edgar Schein** of MIT, **Paul Thayer** of LIMRA (and President-elect of the Division), and **Mel Sorcher** then of GE but now with Richardson-Merrell.

Pat Pinto has copies of an annotated research bibliography containing about 300 references on the subject of Career Planning and Career Management which is available to **TIP** readers at no cost. Write Pat at the Industrial Relations Center, University of Minnesota, Minneapolis, 55455.

David Lacey reports a change of address to 192 Lafayette Avenue, Chatham, New Jersey, 07928.

Stan Acker would like to hear from those who are doing applications work in Career Planning and Career Development. He requests that you write him stating briefly what you are doing, and he will agree to share returns with all contributors. Write Stan at Olin Corporation, 120 Long Ridge Road, Stamford, Connecticut, 06904.

Based on suggestions made at the conversation hour at the just-past APA meetings, **TIP** is trying to organize an input network which would serve to broaden the number and type of input sources providing information for publication. Do you have a special interest in doing something along this line? If so, please contact **Art MacKinney**, Graduate School, Wright State University, Dayton, Ohio 45431.

Lyle Schoenfeldt of the University of Georgia has accepted an invitation to join the Developmental Behavioral Sciences Study Section of the National Institutes of Health. The appointment is for a four-year term and involves reviewing behavioral grant requests submitted to NIH.

Ted Purcell, recently of the Jesuit Center for Social Studies at Georgetown University, has become Professor of Industrial and Organizational Psychology at Loyola University of Chicago. The Loyola address is 6525 North Sheridan, Chicago, 60626.

Charles Hicks, industrial-social psychologist with Gulf Oil, announces the availability of a publication, "An Affirmative Action Program for Employee Counseling and Orientation." He describes this as a "conceptual approach to programming . . . by providing a framework for considering the issues of development and implementation . . ." Write Charles at Gulf Oil Corp., Box 1166, Pittsburgh, Pennsylvania 15230.

Jim Scharf of EEOC, Washington, reports the availability of "a unique position" for an industrial psychologist. The job will implement a court order to evaluate job skills and interests and to counsel minority hourly employees, establish job requirements, and make placement decisions. The location is in Pensacola, Florida, and the employer is Monsanto. Write Scharf at EEOC, 2401 E. Street, N.W., Washington, D. C. 20506.

Bill Cayley, Assistant Professor of Organizational Behavior at UW Oshkosh, has been appointed Assistant to the Dean, School of Business.

Ken Schenkel of Southern Bell, Atlanta, reports that he is now concluding a second term on the APA Council of Representatives representing Georgia, North Carolina, and South Carolina Psychological Associations. In addition he is a member of the APA Task Force on Privacy and Confidentiality and the APA Finance Committee. He was recently appointed to the editorial board of **Professional Psychology**. And to add some frosting, Ken has just been elected President-elect of Division 31, State Association Affairs.

Laurie Eyde of the U.S. Civil Service Commission reports the availability of a new publication, "Flexibility Through Part-Time Employment of Career Women in the Public Service." Copies are available without cost from Laurie: Room 3H22, Personnel Research and Development Center, 1900 E Street, N. W., Washington, D. C. 20415.

Alan Hundert would like to hear from members with active interests in human and organizational development for R & D Laboratories. He wants to form a group which would meet informally to share mutual interests, exchange papers, and plan collaborative projects. Write Al: Technical Staffs Division, Corning Glass Works, Corning, New York 14830. Phone: 607-974-8701.

Position Openings. Elsewhere in this issue, **Mike Kavanagh** of SUNY Binghamton reports the availability of several very attractive jobs in the School of Management. Be sure and look up this notice and follow-up if interested.

Ken Schenkel is soliciting reviews of films, articles, tests, and any other items (except books) related to industrial-organizational psychology, for publication in **Professional Psychology**. Write Ken at Box 2211, Atlanta, Georgia, 30301.

Frank Landy will be spending most of 1976 in Sweden on a Fulbright-Hays Research Fellowship. He will be working with Dr. **David Magnusson** on as-yet-unknown topics. Look for a report in a later **TIP**. But there is still time to write Frank at the Department of Psychology, Penn State University, University Park, 16802.

APA Convention Feedback and a Preliminary Call for Papers

by Jack Wakeley

Money — the lack — precluded using a mailed questionnaire to Division 14 members to get their reactions to the APA Chicago Convention. Instead, this year a program committee member attended each session, took notes and obtained immediate reactions. In addition, members of the 1974-75 Program Committee held an open discussion with people who came by to react to this year's program.

Most people said the quality of this year's program was high; however, there were several suggestions to improve the program. 1. The major continuing complaint about the Division 14 program is room size. Virtually every session from Saturday through Tuesday noon was overcrowded. Full reports on Tuesday afternoon and Wednesday are not in yet, however, my casual observation is that attendance and room size matched better toward the end of the program. 2. Some people felt this year's program was weighted too heavily toward traditional industrial psychology, especially EEOC guidelines and related topics. An opposing view felt the balance was good and welcome after a major emphasis on organization psychology in New Orleans. 3. There was the perennial, appropriate comment about the adequacy of preparation for people who read papers and are on symposia. All participants in the program are urged to be concerned not only with the quality of the substance but with the quality of their presentation. Specific comments were made about people who did not prepare, but tried to "wing it"; people who failed to provide handouts of complicated tables; people who did not use visual aids and symposia which were not coordinated.

Comments about our use of the Division Headquarters Room,

Private Dining Room 1, Palmer House, were overwhelmingly positive. The small group discussions held in Private Dining Room 1 were well attended and well received. Statistical data are not available at deadline time. However, a preliminary count of the first ninety people to attend the small group discussions indicated 85 thought it was worth their time and 5 were uncertain. In addition, uses of the Headquarters Room such as to meet to prepare symposia, to meet friends for lunch, to meet old friends, to stop for a cup of coffee, were cited positively.

The major suggestion to improve our use of the Division Headquarters Room was to give more publicity to the existence of the room. There were times when members of the Executive Committee and Program Committee who served as hosts sat in the room alone and possibly unloved. Several people suggested that with better publicity graduate students could make good use of the room by meeting with prominent people in the field in a casual setting.

The status of the Division Headquarters Room for next year in Washington is uncertain. The number of rooms in Washington is limited so APA cannot provide rooms for division headquarters. The Program Committee is exploring the possibility of renting a suite in our headquarters hotel and exploring the possibility of getting sufficient money to pay for it.

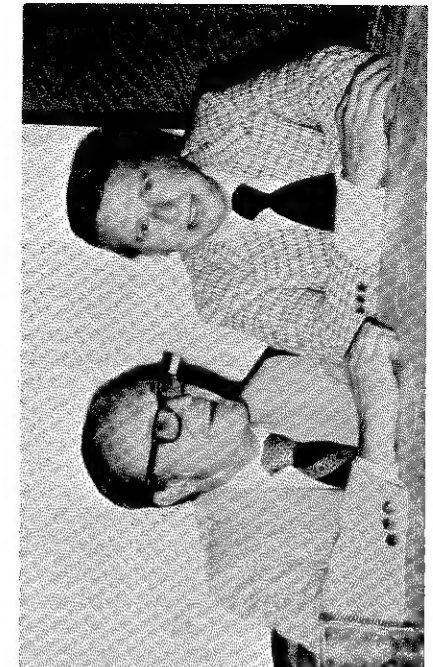
The Chicago convention was well received. Constructive comments and suggestions came to the program committee on how to improve the program in Washington. The Program Committee hopes that everyone who had an idea in Chicago for a better paper session or a better symposium or a new way to do things

(Cont'd on Page 36)

CONVENTION '75



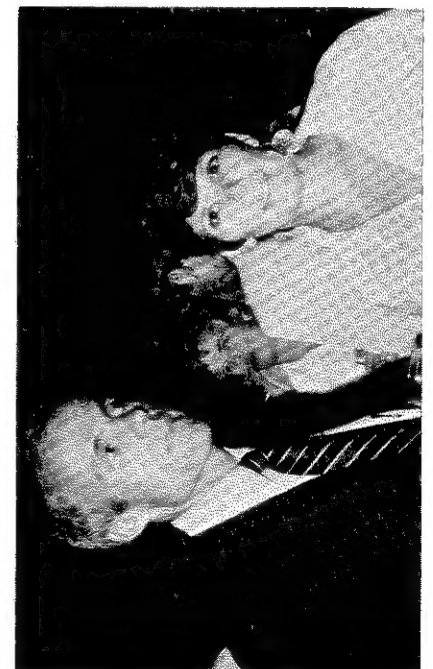
Lyman Porter



Don Grant and Ed Fleishman



Paul and Bjorg Thayer



John Campbell and Jolda Hansen

Pictures by M. Sashkin

LONG RANGE PLANNING COMMITTEE ACTIVITIES

by Virginia E. Schein

The report of the 1974-75 Long Range Planning Committee (LRPC) formed the basis for an Open Forum discussion on "The Future Directions for Division 14" at this year's APA Convention. The Committee members were: **Lyman Porter**, Chair; **John Campbell**, **Frank Friedlander**, and myself. The purpose of the Forum was to present the LRPC's position on some major issues (see the April 1975 issue of **TIP**) and to obtain reactions and inputs from Divisional members.

Summary of LRPC Positions

The central issue addressed by the LRPC was that of the identity of the Division. What should be the primary themes and purposes of Division 14 and how broad or narrow a range should these encompass? The Committee's position on five specific issues central to the identity problem were as follows:

1. **Content Concerns** — While retaining a focus on behavior of people in organizational settings, Division 14 needs to develop a greater understanding of groups, organizations, societies, and cultures and their impact on the behavior of people in organizations.

We need to interface with knowledge from other areas and groups by incorporating into the educational and professional preparation of Division members a broader perspective regarding potential sources of data and theory; rewarding attempts by members to include these bodies of knowledge in their teaching, research and practice; and interacting with professionals representing an array of disciplinary and interdisciplinary areas.

Division 14 needs to encourage and reward a more varied range of methodological approaches to research problems (e.g. anthropological research methods, action research, adversary models) than presently characterizes the field.

The Division needs to give greater attention, in the form of reward structures and Divisional activities, to the utilization of research findings and knowledge on organizational settings.

2. **Organizational Layers** — Division 14 had traditionally emphasized a single major client system (i.e. management). However, the changing nature of society and work values indicates the need for us to recognize explicitly that we serve no single client system but are concerned with a spectrum of potential clients.

We must recognize the diverse set of needs and values that exist across an array of client systems.

We need to recognize that the professional activities of the members may affect one group or layer in the organization favorably but may not have this impact on other groups.

3. **Types of Organizations** — We need to expand our focus to include all types of organizations in which people work. Such a focus will provide a broader based knowledge system than one derived primarily from studies carried out in business and industrial firms.

4. **The Practitioner** — The practitioner in organizations is a major implementer and producer of our accumulated knowledge. The Division needs to give greater attention to the potentially conflicting forces that affect an individual in this role and thus to provide mechanisms to reward and assist the highest quality of professional practice.

5. **Continuing Education** — The Division must give particular attention to innovative approaches to assist members in maintaining and improving their professional skills and not assume that such needs are fulfilled at the com-

pletion of typical formal schooling.

For discussion purposes only, the Committee presented action recommendations with regard to a Division name change (to the Division of Organizational Psychology); recruitment; and program content areas.

Open Forum Discussion

Overall, the reactions to the LRPC's positions on the five issues were positive and enthusiastic. Most of the attendees agreed that trends in society, education, organizations and the profession indicated a strong need for reconsideration of the Division's identity and that such reconsiderations should be in the direction of an expanded focus with regard to content areas, research approaches, client systems, etc. Specific mention was made of the need to study unions and labor relations; work further on social issues; and expand the content of and the techniques employed in our Convention programs. Several members also expressed the need for the Division to concentrate more on educational activities throughout the year for the growth of the membership. It was also brought out that we must be prepared to cope with integration problems within the Division as we encourage the increased differentiation of our membership interests and activities. Reference was also made to the consideration of the long range activities of APA in the Division's long range planning.

Although there was general agreement as to our "identity crisis", the name change recommendation did bring forth some disagreement as to the specific direction our expanded focus should take. On one hand, some expressed the fear that we would lose our external identity if we dropped "industrial" from our title. Others preferred a broader title such as the Division of the Psychology of Work, as being more reflective of our present and future activities. Most agreed however, that we must be careful to maintain our uniqueness, i.e. that we are psychologists and that we are a mix of academics and practitioners.

The 1975-76 LRPC

This year's LRPC will work further on both the breadth and depth of the Division's long range planning and will pay close attention to the comments and reactions stemming from the Open Forum discussion. Additional comments or inputs from all Divisional members are welcome and can be sent to any member of this year's committee — **Paul Thayer**, chair; **John Campbell**, **Richard Campbell**, and **Virginia Schein**. After such "fine tuning", and elaboration of the Division's long range plans, it is hoped we will be on firm enough ground to begin implementation of action steps designed to bring out change within Division 14. The rationale for such growth and change is best expressed by the concluding comment of the 1974-75 Long Range Planning Committee Report which states as follows:

The committee feels that expansion of our scholarly content concerns, our client systems and the types of organizations we serve is essential if we are to remain a strong profession making significant contributions to the psychology of people at work. The increasing need on the part of organizations for behavioral scientists and the growing complexity of the study of organizations has produced an increase in the number and variety of disciplines and professional groups attempting to work with organizations. A continued narrow focus on our part could result in a decreased need for our knowledge, skills, and services, thereby limiting the impact of our profession on organizations and on society at large. Since we believe that we have a unique and valuable core of knowledge, techniques, and approaches, a lessening of our impact would be a loss to the study of organizational behavior in general. Hence, we feel it is imperative for the Division to reach an accord regarding the need for its expanded focus so that we can begin to implement action plans to bring about this objective.

REACHING THE PUBLIC

by Dick Peterson

Are you doing anything in your work that might catch the favorable attention of the "informed manager" and others in the general public? New techniques? New research findings? Current activities on issues of general interest like equal opportunity, economic problems, productivity, social change, career change, and personal development? If you are, there is a vast audience out there who would enjoy reading about them — not in psychology journals, but in business publications, general magazines, and newspapers. But there's one little problem: The information has to get from your head, your reports, or your files into those publications. In the months ahead, the Public Relations Committee of Division 14 would like to help you reach that eager public out there.

This year, we are concentrating our efforts on the first of our objectives stated in the Division Bylaws: to "encourage or otherwise arrange for appropriate publication relating to industrial and organizational psychology, as for example, articles in journals, magazines, pamphlets, or newspapers. We began work on a "self-starting" mechanism last year with the Writer's Kit we assembled and made available. This year, we are being more aggressive in seeking out individuals and activities to publicize and in establishing additional mechanisms for getting that publicity. We are prepared to do some prospecting of magazines and other audiences, to query editors on specific articles, to do some editing if desired, and even to do some of the writing. We are also developing some guidelines for how to establish press contact in your own community when you have potentially newsworthy items for publication.

To carry this off, **we need lots of input from Division 14 members.** If you have suggestions about ideas, activities, results, or events that you think might make interesting reading for the general public, please call me or another member of the Committee, or drop me a line at the address below. Also, if you have any interest in helping to do some writing of articles or notes based on offered ideas, let us know. Your assistance will be welcomed!

One other request: 1976 might be the year for updating the Speakers Directory for Division 14. But before the Committee considers it, we need to know if it is ever used. Please write or call a member of the Committee if you have ever been requested to speak as a result of being listed in the speakers Directory. To get an estimate of usage, we will also be sampling by telephone among those listed.

Suggestions for publicity and general articles, offers of writing assistance, notice of referrals from the Speakers Directory . . . send them all to:

Richard O. Peterson, AT&T,
195 Broadway 30-2274
New York, New York 10007

PROFESSIONAL AFFAIRS SEEKS INFO

The Division's Professional Affairs Committee, **Bob Heckman**, Chairman, needs to know who among our members is active in his or her state association or in one or more of the other APA divisions. If you participate regularly in one or more of these by, for example, serving as a committee member, committee chairperson, member of a board or officer, please drop a note to Bob. His address is Personnel Decisions, 821 Marquette Ave., Minneapolis, MN, 55402. And while you're at it, will you send a copy of your note to **TIP**? We want to publish a list of such activities and participants.

REPORT FROM APA COUNCIL

by Mary Tenopyr and Vic Vroom

The primary preoccupation of this council meeting was fiscal in nature. The tone of the whole meeting was "fiscal responsibility." It has become clear that APA's plan to set up a \$1 million dollar contingency fund is not having smooth sailing. Also, it became apparent that a larger dues increase than previously thought necessary was mandatory. Therefore, the dues increase this year will be \$7. Your Division representatives voted against a proposed increase of \$10. Budget cuts were effected, and a donation of \$75,000 to AAP was deferred.

Most of you read in earlier **TIP's** about plans to move a segment of the APA headquarters to an area of the country where costs are lower. A great deal of effort has been put into the question of alternative sites, and final study was made of three: Charlottesville, Raleigh-Durham, and Austin. Most of us thought that the move would be crystallized in the near future, but a review of the various sites by the Arthur D. Little organization raised serious questions about the justification of the move on economic grounds. While no action will be taken until January, the plan appears to be dead.

Council voted to establish a program of continuing education to be funded by an appropriation of \$30,000 per year for two years. After two years it is expected to be self-supporting. The program is intended to supplement and perhaps coordinate such activities within divisions.

In other business, Council: approved one new division of APA, Psychologists Interested in Religious Issues; turned down two other division proposals; referred to Scientific Affairs a resolution by Division 12 to require all ability tests to be stamped that it is a violation of the ethical principles to use such tests on populations on which they have not been standardized; approved APA support of the Equal Rights Amendment; and increased the accreditation fee schedule.

FELLOWSHIP NOMINATION CALL

Election to the status of Fellow in APA not only honors distinguished colleagues, it also lends distinction to the Division of Industrial-Organizational Psychology. In recent years, Division 14 has had notable success in having its nominees elected to Fellowship by the Council of Representatives of APA.

This results from the initiative and hard work of nominators who identify the most deserving and prepare well documented support. It also takes time to assemble, review and refine documentation.

April 1, 1975 is the date when complete sets of nomination papers must be in the hands of the Chairman of the Division 14 Fellowship Committee. **Now** is the time to start the nomination process. Members may obtain the forms and instructions necessary to do so from the Chairman:

Dr. Albert S. Glickman
American Institutes for Research
3301 New Mexico Avenue, N.W.
Washington, D.C. 20016

A member cannot initiate his own application to become a Fellow. He must be nominated and endorsed by other members. The process operates only through Divisions. It is critically important, therefore, that members take responsibility for offering the names of qualified people and securing the documents and endorsements needed to obtain their election.

E & T MEETS AND SETS GOALS

The Division's new Education and Training Committee Chairperson, **Ann Hussein** of Drexel University, reported to the Executive Committee on plans and goals of her committee for 1975-76. Several major projects are either in process or planned for initiation soon:

1. The survey of I-O graduate training programs will be completed by obtaining data from non-respondents. As reported in the August issue of **TIP**, only 32 of the 113 departments surveyed have sent in their returns. The interim summary of results will be published in **TIP**.

2. Surveys will be carried out to assess the adequacy of graduate training in the field; these surveys will be addressed to professionals as well as line officers. Recently, a survey of graduates was completed and these results will be published in **TIP**.

3. An article about the Division's guidelines for doctoral training is being prepared for submission to the **American Psychologist**.

4. Tenopyr's paper on a layman's guide to hiring an I-O psychologist is to be published.

5. Work will be initiated on the subject of continuing education for our members. Since more and more state licensing boards are specifying the necessity of continuing education, work will be done to better define needs, scope, and means.

Comments on all phases of the committee work are always welcome; call or write Ann at the Department of Management, Drexel University, Philadelphia, 19104.

MEMBERSHIP MEETS, SETS OBJECTIVES

by **Kenneth N. Wexley**

The Membership Committee met in Chicago and has established the following goals and objectives for this coming year:

- (1) Possible recruitment of members from other divisions of APA. The costs and benefits of doing this is now being examined by the committee and will be reported on by the chairperson at the next Executive Committee meeting in January.
- (2) Recruitment of student members by writing to the chairpersons of various industrial/organizational psychology departments.
- (3) Recruitment of M.A. people as Associate members.
- (4) Consideration of the present incentives and benefits of joining Division 14 with the possibility of improving them in the future.
- (5) Clarification of the selection criteria for admission in to the Division.
- (6) Survey of the demographic (i.e., minority group members) characteristics of the current membership.

As you can see, we intend to continue our aggressive campaign to recruit new members as we did last year resulting in about 175 new people. We also intend to, with the help of the Long Range Planning Committee, clarify membership objectives for the near future. Anyone knowing of anybody interested in joining the division, please have them write to me: Dr. Kenneth N. Wexley, Department of Psychology, The University of Akron, Akron, Ohio 44325.

TIP needs reports from you on new jobs, publications of note, appointments to boards and committees, and any other informational item of interest to the Division's membership. Send your Notes and News items to **Art MacKinney**, Graduate School, Wright State University, Dayton, Ohio 45431.

Cattell Research Proposal Competition

To stimulate excellence in research, Division 14 sponsors the annual **James McKean Cattell Award** for the outstanding research proposal submitted in competition. The competition is administered by the Divisional Scientific Affairs Committee. The award is given for a research design rather than a completed project to encourage psychologists to make creative and rigorous approaches to organizational problems. Completed projects will not be considered but pilot work may have been accomplished. A \$500 award is made to the winner of the competition, and the Scientific Affairs Committee will aid the winner to find an appropriate site and/or funding. For the criteria used in judging entries write to **Robert F. Morrison**, Faculty of Management Studies, University of Toronto, Toronto, Ontario, M5S 1V4, Canada. Proposals must be submitted **no later than April 15, 1976** to the Secretary-Treasurer of the Division, **Dr. Mary Tenopyr**, American Telephone and Telegraph Company, 195 Broadway room C 1620, New York, New York 10007. Submissions should be no longer than 20 pages plus references. You need not be a member of Division 14 to enter the competition.

S. Rains Wallace Dissertation Competition

Bob Morrison, Chairperson of this year's Scientific Affairs Committee, has announced the 1976 dissertation award competition. The purpose of the competition is to reward and recognize outstanding and innovative doctoral dissertations in the I—O field. Entrants should submit four copies of an abstract (30 pages or less) of the dissertation, accompanied by a letter from the advisor certifying completion of the work. The deadline is January 15, 1976. Submissions should be sent to Professor **T. J. Bouchard, Jr.**, Elliott Hall, Department of Psychology, University of Minnesota, Minneapolis, Minnesota 55455. For additional information about the competition and specific criteria used in judging entries, write Robert F. Morrison, Faculty of Management Studies, University of Toronto, Toronto, Ontario, M5S 1V4, Canada.

Public Policy and Social Issues Committee

by **Joel Moses**

This year's committee, **Bernie Bass**, **Brenda Gurel**, **Hal Hendrick**, **George Henderson** and **Tom Jeswald**, will focus its efforts on implementing TAP. As many of you know, this is a program (Technical Assistance Program) designed to provide professional resources to a public service agency. The goals of this program were spelled out in the August, 1975 issue of **TIP** (p. 43-44), as well as in our committee report (p. 30).

We have contacted the National Association of Secondary School Principals (NASSP) and will establish the project with them. In a recent letter, **Paul W. Hersey**, Director of NASSP wrote: "We are interested in pursuing the feasibility of establishing educational assessment centers in selected pilot school districts within the Washington area during the 1975-1976 school year. We see our role as one of assisting school districts in selecting the proper process to be used in establishing these centers. With your technical expertise, and with the aid of professional resources you have at hand, we view the potential for success in the pilot centers as being excellent."

Several target school districts are being chosen. The committee has contacted a number of districts and specific plans are being developed.

Division 14 Workshops — Some General Comments

by Mike Kavanagh

As a special feature, **TIP** decided to focus on the workshops held prior to the start of the annual meetings. We felt that these meetings were (and probably still are) somewhat of a mystery to most Division 14 members. Thus, **TIP** asked several persons to jot down their reactions to the workshop in which they were participating. (**TIP** thanks **Gini Boehm**, **Dennis Courtney**, and **Dick Barrett** for their help.) These individual reports appear below. However, some general comments, based on informal reports, seem in order.

Administratively, the workshops ran smoothly — clearly a tribute to the hard work of the Workshop Committee. The selection of topics were all well received, based on the informal discussions I heard. There was a small logistical problem in the Hyatt-Regency with elevators that only went from the sub-ground floors to the main lobby. Since the workshops were on the third floor and the lunch was served in a room on a below-ground level floor, an elevator change was necessary. Naturally, one found a number of confused I/O psychologists clustered at the elevator bank before and after lunch. Some may still be there.

However, they were not confused about their reactions to the workshops. In general, most people enjoyed the experience. A major factor in this enjoyment seemed to be the tremendous opportunities for informal interactions and meeting new people. The evaluation of the content of the individual workshops, as the individual reports will indicate, was somewhat mixed. In trying to ferret out a moderator variable, it seemed the amount of active participation of the workshop participants was critical. Where there was high involvement, the reactions were more positive than where there was low involvement.

The lunch and cocktail party were a great opportunity for informal discussion and meeting people — certainly one major benefit of the workshops. I have only one suggestion — eliminate the band at the cocktail party. It goes a long way toward increasing interaction. My final reaction — will I go again? Definitely yes, it's the best way to start the convention.

Reducing the Validation Stranglehold: Brent Baxter

by Richard S. Barrett

Brent Baxter presented a proposal, supported by an extensive research study, for an alternative to the conventional predictive or concurrent validation research design. His procedure is based on an extensive job analysis which produces clusters or modules of tasks which may be common to several jobs, such as comparing addresses, locating and classifying zip codes. For each of these, he writes a brief task description, such as for **Copying Telephone Information**, "Given a telephone book and a list of names, the worker is asked to copy the address and telephone number exactly as shown". These task descriptions serve as the basis for building a test of that module.

Trained workers being unavailable in sufficient number for his study, he had the tests administered to untrained volunteers. The scores on the modular performance were compared with predictors such as the BOLT, a low level test of reading and arithmetic. Although the performance tests were easy for the subjects, resulting in a skewed distribution with scores piled up at the high end, there were relatively high correlations between the BOLT and the modular performance tests in a sample of over 2,000, almost equally divided among Negroes, Indians, Whites and Spanish.

(Cont'd)

The use of detailed job analyses resulting in the modular tasks promises to make it possible to validate tests across jobs with common elements, thus expanding the size of the sample and improving the likelihood of demonstrating validity which may otherwise be obscured by a small sample.

The procedure will be more convincing when the research is performed on a representative sample of trained workers rather than on unemployed volunteers. Further, the criterion tests need to be more closely tied to actual job behavior. At their present state of development, they look much like standard clerical selection tests, and seem to this observer to be more useful as predictors than as criteria.

Manpower, 1985: Current Trends and Developing Impacts

by Mike Kavanagh

I chose this particular workshop because of its futuristic orientation. The advance notice in **TIP** indicated it would be concerned with the questions: "What will the manpower situation look like in 1985? What is already happening today that will change the shape of personnel operations as we know them? How can Industrial and Organizational psychologists stay on top of them? Unfortunately, my high expectations of this workshop were not completely satisfied.

Sid Fine, who did a good job throughout the day of running the workshop, began it with some general comments. His central concern, and the context for the workshop, was going to involve the conflicts and trade-offs in the future between the goals of social equity and economic necessity. Wow! I could really get into this discussion, and judging from the personal introductions made by all participants, this was going to be a lively day.

However, it seemed to me that we lost this theme for the rest of the morning session. The presentations by **Roy Walters** and **Neal Herrick** were interesting, but did not fit the general theme. More importantly, the audience was not actively involved in this morning session. A role-play exercise involving union and management representatives negotiating a "quality of work life" cooperative contract was used to get active audience participation. Unfortunately, most participants did not have necessary background to effectively "act out" the roles, and thus, some groups did not benefit much from the exercise.

Neal Herrick discussed his work in Ohio on quality of work life, and distributed a description of the project. It is a very interesting and important project that should have wide implications for union-management relationships, and for the role of I/O psychologists in this interaction.

After lunch, **John Owen** described his project on alternate work schedules, mainly flex-time and the four day work week. After some background discussion, he threw open the floor to a forecasting problem — what is the nature of work going to be like in the year 2000 and how will this affect society? Also, how will the answers to these questions affect the role and identity of I/O psychologists?

At this point, the workshop took a sharp positive turn. The group generated ideas and problems, argued a bit, and grew in many ways. This last session really saved the day.

My overall assessment of the workshop was still positive. I had met a number of interesting people and had engaged in some good personal interactions. I had, on retrospect, really profited from the content of this workshop. My only advice — get the participants actively involved in the discussion, the earlier the better.

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THE SHAPING OF THINGS TO COME: KAREN BRETHOWER

by Dennis Courtney

Selecting a workshop is rather like prospecting for gold — we can tell precious little about even the **presence** of ore from surface appearances. Still, the promise of riches (or of an exciting search) leads one to try his luck and stake out his claim. The particular strike which I pursued was the Behavior Mod Applications Mother Lode. Herewith is the experience of this ragged, old prospector.

Brethower began with four success stories of the application of behavior analysis to organizational problems. First was the Emery Shuffle, getting warehouse packers to increase profits by using containers. Next was increasing the clarity of price markings in a supermarket. Then was changing salesmen's goals to keep the firm from going under and finally improving the productivity of a department.

The second section of the workshop was a slide presentation of a four-factor model (job situation performer response consequences) and a comparison of emphases when behavior analysis is applied to institutional vs. business settings.

The third segment presented sample materials (a film and some written exercises) used to train managers in performance (behavior) analysis. The final part was a discussion of "issues" in behavior analysis.

Much of Brethower's presentation, especially parts two and three, struck me as a warmed-over commercial for behavior analysis — a sound and light show to sell managers on this particular methodology. It was superficial and used up too much time. The examples were merely anecdotes, with little evidence of the hard, data-based controls so championed by experimental psychologists. As the examples developed, it became increasingly easy for me to conclude that we were discussing a kind of potentially rigorous OD and I wondered if I was working the right mine. In fact, Brethower's concluding remark was that behaviorists and "groupy-feely" OD types are at different ends of the same continuum and she suggested that for most the length of the continuum is shrinking.

To push my meager metaphor beyond all bearable limits, I would say that there **was** gold in "thet thar workshop." but there are still questions about its amount and quality. The morning session lacked the spark and shine of the afternoon after the participants got down to digging or panning their own claims. The nuggets I found were a reconfirmation of the value of a careful analysis of problems in a systematic, objective manner from the point of view of individual, group and organizational goals and responses, and the conclusion that behavior analysis has a great deal of potential merit as a general problem-solving tool. When I showed these nuggets to my neighborhood assayer, he said, "What you have is of good quality, but is this all there is?" Only time and a lot more digging will tell how far this vein will go before it runs out.

(Cont'd)

ATTENTION AUTHORS

Your book should be advertised in **TIP**! And **TIP** needs your ad! Can we get together?
See inside back cover.

Industrial/Organizational Psychology and Its Works — From the Outside Looking In

by Gini Boehm

"Do we talk to ourselves too much?" workshop coordinator **Paul Patinka** asked us at the beginning of the workshop. The speakers were determined we weren't going to for one day at any rate. The opening remarks of the four speakers, along with some question-and-answer time, lasted until 3 p.m.

But, two of the speakers were well worth listening to. **Don Ephlin**, Administrative Assistant to the UAW President, expressed three problems he has with I-O psychologists: 1) we tend to deal with the workers and the union, 2) some consultants, who he characterized as "huckster medicine men" seek to sell management instant solutions, 3) we do a better job of analyzing problems than suggesting ways to implement solutions.

Ouch! But, apparently, no one was too perturbed by this. At least we didn't pick up too directly on these points. The question-and-answer session which followed focused primarily on the UAW-General Motors joint efforts on the quality of work life.

Another speaker, **George Reider**, a Senior Vice-President of the Indiana National Bank, mentioned some areas he feels are inadequately investigated. He suggested that: 1) more effort is needed on the measurement of the economic results of organizational interventions, 2) more systematic work is needed on the quality of working life, and 3) we could play more of a role in helping companies manage their social impacts. He also suggested that the image of I-O psychology had been somewhat tarnished by our own unpreparedness, particularly in the testing area. Unpreparedness results in the "Smokey the Bear" approach — i.e., stamp out the fire.

After these remarks, and those of two other speakers, we broke into small groups and were asked to consider ourselves as consultants called in to establish a productivity sharing system for a unit of a manufacturing company. The manager was looking for a system that would, according to the case material we had, "Improve productivity and profits and reduce costs. . ." and "Lead to increased cooperation, teamwork, communication and involvement on the part of the people" among other objectives. We had about an hour to work on this!

The time pressure and the grandiose nature of the objectives resulted in just what **Don Ephlin** had chided I-O psychologists for, i.e., the "medicine man" (or more correctly, "medicine person") approach as we all trundled out our pet brand of fix-it. Needless to say, a solid consensus never emerged, and the hypothetical manager who called us in was left saddled with a Scanlon plan, some team building, a little participative management and a dash of job enrichment.

This mish-mash of solutions was perhaps what the manager, with his encyclopedia of objectives, had coming to him! Unintentional as it might have been, this was the message the workshop gave me: I-O psychologists and their clients often react and respond to each other on a merry-go-round of mutual followership. While the workshop helped define the mechanism, it didn't show how to switch it off.

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ASSESSMENT CENTERS: JOEL MOSES

by Art MacKinney

Moses's avowed purpose in this workshop was "how to put the horse before the cart," and in this reviewer's opinion, he did it! Moses seems to possess most of the happy combination of talents that produce an informative as well as lively workshop. He clearly knows his subject well, he did his home work and fashioned a well-thought-out format, he gives a relaxed and apparently effortless presentation, he changes the pace and subject often enough to prevent fatigue in what is a fairly long all-day session, and he encourages active participation without seriously inhibiting the content.

After an early morning snafu with the audiovisual equipment (the AV man was stuck on one of Chicago's infamous expressways), which clearly bothered Moses more than it bothered the participants, the workshop steamed along through discussions of designing an assessment center system, eliciting behaviors through simulations, evaluating behavior, assessor training, feedback and development, and research issues. Because of time constraints, no sample exercises in simulations were possible, but Moses did take the group through some interesting and useful exercises in evaluation.

One clear but implicit theme throughout might be paraphrased this way, "Don't go off half cocked"! Moses stressed the careful planning, need for attention to ethical matters, the need for meticulous training of assessors, and other such not-for-the-amateur issues. The message was clear; the AC method isn't something to be slapped together for the benefit of the outfit who hopes to escape validation, EEO requirements, and ethics.

And what do I think of Division 14 workshops in general? First rate; really first rate! I plan to become a regular.

CONTINGENCY THEORY: PAUL LAWRENCE

by Marshall Sashkin

The workshop session on application of the Lawrence and Lorsch contingency theory was, for me, a day well-spent. This, despite the fact that I felt I learned little new. This odd twist came about due to Lawrence's desire to accommodate an unusual mixture of attenders—ranging from those who are well acquainted with the organization - environment contingency approach, to those who had simply heard of it and wanted to learn more, direct from the source. Thus, the morning was spent in an easy-going lecture-style presentation, drawing out and detailing the key variables in the theory and how they work. This was of great value for one like myself, who teaches the theory to introductory management students. Just before lunch, we began work on — what else — a Harvard case study, for practice in applying contingency theory. This continued after lunch, and, while it was for some time slow going, the group really got into it. By 3 PM we had quite literally drained the last drops of wisdom which could be drawn out of the case. The final two hours were spent in discussion of various topics generated by the group. We also worked briefly on a second case, which turned out to be a "trick": there was no possible solution. This allowed us to explore some further details of the theory, as regards practice and application. Overall, then, the day was of considerable value to me, primarily for the opportunity to see and hear the contingency model presented in a clear and lucid manner, as well as to explore a few of the more "arcane" details of this approach. I hope what I was exposed to will rub off this coming term in my own classes.

METRO SETS PROGRAM FOR 1975-76

by Gerald Olivero

The Metropolitan New York Association for Applied Psychology (METRO), which is an association of psychologists primarily from New York, New Jersey, Massachusetts, and Connecticut, has recently selected the following individuals to serve as its executive officers for 1975-1976:

President:	Dr. Patricia J. Dyer, IBM
Vice President:	Dr. Virginia R. Boehm, AT & T
Secretary:	Dr. Gerald Olivero, Merrill Lynch
Treasurer:	Dr. George W. Henderson, ITT

METRO members meet monthly at the Harvard Club in New York from September to May to hear guest speakers, hold discussions, and socialize. The program of speakers and their topics for this year follows:

Date	Speaker	Topic
Wednesday, Sept. 17, 1975	Dr. Donald L. Grant, AT&T	Characteristics of Successful Managers
Wednesday, Oct. 22, 1975	Dr. E. Belvin Williams, Educational Testing Service	Testing Guidelines
Tuesday, Nov. 11, 1975	Dr. Lewis E. Albright Kaiser Aluminum & Chemical Co.	The integrated staffing system
Tuesday, Dec. 16, 1975	Dr. Melvin Sorcher, Richardson-Merrell Inc.	New things in behavior modeling
Wednesday, Jan. 14, 1976	Dr. J. Richard Hackman Yale University	Job enrichment
February, 1976	To be Announced	Annual Groundhog Day Dinner
Thursday, March 18, 1976	Dr. Walter D. Storey, General Electric	Career Planning
Thursday, April 22, 1976	Dr. Jacob Jacoby Purdue University	Consumer Psychology (Annual Preview author)
Wednesday, May 19, 1976	Dr. Michael Beer Harvard University	Organizational Development

(Cont'd on Page 36)

THE CARE AND FEEDING OF INDUSTRIAL-ORGANIZATIONAL GRADUATE STUDENTS

by C. PAUL SPARKS

For more than ten years Exxon Company, U.S.A. has been concerned with the many problems encountered by I-O graduate students in their attempts to conduct meaningful research for their dissertations. Support has been provided in many ways — part-time employment, grants, use of equipment and facilities, access to data, advice and consultation, and assistance in the collection of data. The experience has been very rewarding and Exxon is proud to claim numerous alumni and alumnae who are now full-fledged members of the profession.

In reviewing the tangible contributions of Exxon one activity stands out as being of most value and of being simultaneously the hardest to accomplish. Graduate students in the behavioral sciences have great difficulty in obtaining data on properly controlled samples. The net result is often research on a group of persons who happened to be available followed by great struggling to show that this sample was representative of those who should have been studies or that results could be extrapolated to an appropriate group. Exxon approached the sample dilemma directly. Working with the graduate student a sample was drawn which met the research needs. Members of the sample were approached by means of a letter from the Personnel Research Coordinator and encouraged to participate. Letters were framed as follows:

Dear Exxon Employee:

At numerous times it has been said that general psychology is the study of college sophomores. Unfortunately, the statement contains more than a grain of truth because these college students have been the most easily available subjects for the kind of research needed to develop theories and test their applicability. Some of us now feel that industrial psychology is fast becoming the study of students in the graduate schools of business administration. Again, the principal reason is their availability. To avoid this situation the researchers in industrial psychology need help from real people in real jobs.

Mr. _____, A PhD candidate at the Graduate School of the University of _____, approached me this fall with what I believe to be a sound and exciting dissertation proposal. He would like to survey a substantial number of Exxon employees who now have five to seven years of service to determine in what ways their jobs, their supervision, their life styles, etc., are related to their perceptions of their success to date.

I have selected 260 of you to form a representative sample by function, geographical location, and length of service. Three questionnaires are being mailed to you with a return envelope addressed to Mr. _____. He has your social security number plus function and job title but not your name. I have your social security number and name but will have no access to the completed questionnaires.

We hope to achieve over 70 percent participation and secure at least 200 completed questionnaires. Please give us your support.

/S/ C. P. Sparks

(Cont'd on Page 28)

CONTENT VALIDITY II

By Mildred E. Katzell

What can you expect of a conference on content validity, that is going to last less than 24 hours, cost only \$10, and convene at Bowling Green State University? Well, some 140 psychologists must have expected something and from all the feedback, they got even more than they had dared to hope. From all parts of the country, they converged on Bowling Green, Ohio on the afternoon of July 17.

By the time the conference started that evening, everyone was impressed by the turnout. Obviously this is a subject of great concern to Division 14 members. As the evening proceeded, everyone was also impressed by the remarks of the three speakers. Some of the memorable quotes are reported here. **Bob Guion**: "The content validity of a measure is the degree to which the scale values obtained represent the level of performance in the entire class of behaviors sampled in the measurement." He also asked, "Is not content validity a special case of construct validity?" **Mary Tenopir** (now also known as Dr. CanOpener, because a secretary thought that was that she said when she gave her name): "Content validity deals with inferences about test construction, not inferences about test scores . . . That which is called content validation is merely propaedeutic to, and not synonymous with, construct validation." **Brent Baxter**, following **Erich Prien's** discussion of worker-oriented vs. task-oriented job analysis: "Worker-oriented analysis helps define the predictors, task-oriented analysis helps define the criterion." The consensus seemed to be that both are needed if one is to do the required "careful" job analysis.

Even after the evening session recessed, the discussions continued

far into the night, while at the same time contributing to the economy of Bowling Green.

The Friday morning session comprised presentations by **Alfred Fiks** on Content Validity and Entry-Level Testing; **Lyle Schoenfeldt** on the Development of a Content-Validated Test of Industrial Reading; **Don Schwartz** on a Job Sampling Approach to Merit-System Examining; **Chuck Lawshe** on a Quantitative Approach to Content Validity; and **Steve Bemis** on Unassembled Examining. It was good of Steve to interpret that title, since at least one member of the audience shared his acknowledged unfamiliarity with the term. It refers to examining applicants' credentials against job requirements, without "assembling" either applicants or tests.

With all due respect for our psychologist colleagues, I think everyone agreed that the lunch speaker, attorney **Thaddeus Holt**, was the highlight of the conference. His topic was "A View from Albemarle". He reviewed the legal history of testing and content validity, the legislation, EEOC and OFCC guidelines, Griggs, Espinoza, and Albemarle, and showed how each step had led to the others. Now, he pointed out, plaintiffs need only use the Guidelines as a checklist against employers' testing practices.

After the lunch session, **Bob Dugan** and **Bob Ebel** served as discussants. Dugan called for caution in developing future guidelines and in defending dubious practices in employment testing. In answer to Guion's opening question "How can we quantify estimates of content validity?" he answered, "With great difficulty, with a pragmatic, empirical approach, but not with a theory." He observed that we've been overly abstract; we must start talking

CV-II (Cont'd)

about the see-able and the do-able for our own protection in the courts. There remain many issues that we must address, including the complexity of developing content valid tests, the continuing risk of bias in content valid tests, and the effect on content validity of job enrichment, technical obsolescence, success, and job satisfaction.

Bob Ebel may be better known to Division 5 than to Division 14, but we should get to know him better. He summarized with what he called a series of hypotheses:

1. Our problems are at least partly of our own making, because we tend to over-simplify and over-generalize.
2. Prediction is a secondary purpose of testing. The principal purpose is to guide intelligent action toward desired outcomes.
3. Some tests need validity, others don't. The importance of validity varies directly with the remoteness of the test behavior from the predicted behavior. If the measurement defines the thing

being measured, no measure of validity is needed.

4. Content validity is the only sound basis for validity of a test or a criterion. Data are never a good substitute for judgment!
5. "Construct" should be restricted in scope and returned to its original meaning as defined by Cronbach and Meehl, i.e., a postulated (assumed) attribute of people that underlies overt behavior. As such, a construct is a concept appropriate only to theoretical psychology.

Even as people started to tear themselves away to catch departing planes, the discussion continued. It seemed that half of the passengers on the flight from Toledo to Newark that evening had been participants in Content Validity II. The conference had been strenuous, exciting, thought-provoking, and well-managed. If you weren't there, you really missed something, but efforts are being made to have the papers published so the words, if not the spirit, of Bowling Green can be preserved and disseminated.

GRADUATE STUDENTS (Cont'd)

Despite the fact that the questionnaires involved potentially sensitive areas and required at least one-half hour for completion over 75 percent participation was achieved. In addition, comments such as the following were sent to the Personnel Research Coordinator, "Enjoyed filling out _____'s questionnaire. Thought he did an excellent job of developing the topics."

SPECIAL NOTICE

The APA Committee on Psychological Tests and Assessment has established a system to collect emerging problems or critiques on the **Standards for Educational and Psychological Tests** (1974). This information will be used to determine when it is appropriate to undertake a revision (which is not planned in the near future) and will point up the direction that the revision will need to take. The Committee would appreciate it very much if you would send any comments and/or articles on the test **Standards** to: **Willo P. White**, Office of Scientific Affairs, American Psychological Association, 1200-17th Street, N.W., Washington, D.C. 20036.

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A Psychologist's Guide to Title VII Legal Language

by James C. Sharf

In a Title VII case, a CHARGING PARTY alleges that he or she is aggrieved as the result of an unlawful employment practice. When a charging party files suit, that person assumes the legal status of a PLAINTIFF — the person who initiates litigation. The RESPONDENT is that person against whom an administrative charge of discrimination is filed. Should a lawsuit be filed, the respondent takes on the legal status of a DEFENDANT — the person being sued.

An AFFECTED CLASS is a group of similarly situated persons and with respect to Title VII, any person may potentially be the member of an affected class. A COMPLAINT is the first paper filed by the plaintiff to initiate a lawsuit which states who the parties are, describes the nature of the charge and requests relief. The ANSWER is a response by the person who is sued either admitting or denying in part or in whole allegations in the complaint and offering some defense to the charge. A SUMMARY JUDGMENT could be issued by the court at this point where this is no dispute of material facts — i.e., there are no facts offered by the defense to try and disprove, hence there is no need for a trial. A CONCILIATION is a settlement thru administrative processes such as those initiated by EEOC and is a means by which a case is settled by resolution of charges without a trial. A CONSENT DECREE by comparison is the judicial counterpart to conciliation and is a formal court document approved by a judge.

Certain conduct by an employer such as refusing to hire women or maintaining segregated facilities is called a PER SE violation for which there is no defense. The typical situation is a PRIMA FACIE

violation where evidence is shown that an employment practice has an adverse impact affecting an individual as a member of a similarly affected class covered by Title VII. The significance of a prima facie case is that it shifts the burden of proof to the defendant and if the defendant fails to answer the charge, the judgment is awarded to the plaintiff.

DISCOVERY is the legal term for the investigation phase after a complaint is filed and the defendant has answered. Discovery includes: 1) INTERROGATORIES — written questions with a prescribed time period to answer; 2) DEPOSITIONS — an oral interrogation of a witness in front of a court reporter; 3) requests for production of documents; and 4) requests for admission of fact — where, upon the presentation of a document such as a published set of norms, the question is asked as to its authenticity, accuracy, etc.

BENCH TRIAL follows discovery by both parties and is always before a judge in Title VII proceedings and never before a jury. The plaintiff attempts to establish a prima facie case by demonstrating that an employment practice had an adverse impact and assuming the plaintiff meets this burden of proof, the defendant attempts to REBUT it — i.e. offers a validation study. The plaintiff in addition to establishing the prima facie case may also attempt to discredit the defendant's validation study.

An EXPERT WITNESS is qualified by credentials which generally include at least an MS in psychology and experience in the field and may additionally include publications and teaching. If an expert witness is qualified to the court's satisfaction, that person may offer his or her professional opinion as to

what others have done. A bench trial is more informal than a JURY TRIAL and the judge is more likely to allow the non-expert witness to offer opinions other than related to facts with which he has had first-hand experience.

At the conclusion of the trial, the judge makes FINDINGS OF FACT where he serves as an umpire and "calls them as he sees them" or as he understands the facts to be. The findings of fact include: 1) facts as he understands them, 2) applicable law as he understands it, & 3) a DECISION. The decision generally goes one of two directions. The judge may either dismiss the case if a violation of Title VII is not proven or issue an INJUNCTION. The injunction may either require that a certain practice be stopped or that something be done in the future and orders other actions such as relief to affected class members MAKING WHOLE in the award of back pay what they would have received but for the effects of the unlawful practice.

DISCRIMINATION is thus a conclusion of law based on a demonstration of adverse impact by the plaintiff and failure by a defendant to demonstrate that the practice was job-related to the court's satisfaction.

PRESIDENT (Cont'd)

and what things we didn't cover that should be covered.

Finally, in this opening message, let me mention briefly two topics that will be receiving special attention this year by several of our committees: (1) What can the division do in the area of continuing education and professional development for its members beyond graduate training? (2) How can the Division more comprehensively monitor legal developments as they affect research and practice in industrial-organizational psychology? I hope to have more to say about these two crucial areas later this year.

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DEVELOPING HUMAN ENGINEERING AWARENESS VIA MODERN CLASSROOM DEFICIENCIES

by Bernard J. Covner

University of Minnesota, Duluth

When my Industrial Psychology course was assigned to a large, new amphitheater on the other side of campus I was annoyed. Travel time increase, more space than necessary, hassle to get students seated near front to be seen sans binoculars, back row doors too conducive for late arrivals and early departures.

Resigned to the situation, my first action was a self-administered orientation course. With the help of others supposedly familiar with the room, it took only fifteen minutes to locate and learn to operate the switch for the electrically controlled screen. The sound system controls were almost a disaster area despite my amateur radio background. The lights? Wow! An aircraft cockpit control system in miniature.

Once the course started I arrived early for random controlling to obtain desired illumination. One day I stumbled into the option of lighting only the front third of the room. Option exercised. When the students entered they were phototropic, taking only front-third seats. Hmm ... Social control by illumination instead of exhortation. This behavior continued class after class and became the envy of another instructor who was still learning which switch was which.

An early component of the human engineering and safety unit of the course was the showing of "Men and Machines" from the Focus on Behavior film series. I adjusted the lighting to enable both viewing and note-taking. Immediately following John Darley's peroration I snuffed the projector, and while descending the steps (carefully) to the front of the slightly illuminated amphitheater, requested a student to join me up front.

You guessed it! I asked him to turn on the blackboard lights. He

struggled, and after about five minutes of experimenting hit the correct switch from an undifferentiated, unmarked bank of twelve, adjoined by two multi-purpose switches having seven functions each. Applause from the class. "Now, would you please raise the screen." No success. Finally I put my finger on the switch plate and said, "Try this one." Still no success. Looking like an ordinary toggle the switch had a secret middle position to stop at en route to the top.

"Would you please turn off the amplifier power." Here at least there was a clearly labeled on-off power switch. No success. Aha ... student too tall to see the wording. So I offered him a chair to sit on and look from. Still no success.

Going this far seemed sufficient for achieving demonstration goals. The audience appeared to empathize with their good-natured associate and relieved that they weren't selected for the task. We then related the demonstration to the film and the latter to a variety of application possibilities. In addition, a closed reserve article "A Psychologist Views Electronic Equipment Complexity" was assigned. Some may have noticed that it was written by the instructor.

In the weeks that followed, several students completed their human engineering/safety project by labeling the room's unmarked switches — doing the job designers should have done. Also, providing other instructors opportunity to utilize potentials for better teaching, safety, cost-reduction, and to avoid "going bananas."

Why wasn't I consulted when this room was being designed? Joking aside, could it be that someone lacked human engineering awareness?

LETTERS

Dr. A. C. MacKinney

Editor, TIP

Division of Graduate Studies

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re: Division 14 Proposed Name Change

Repeating a comment I made at the Division 14 Open Forum held during the recent APA Convention, I am opposed to the idea of a change in our division's name at this time.

Those who attended this particular session will recall that virtually the entire time of the fifty minutes allocated to the Open Forum was spent on the question of a possible change in name without, however, there emerging any definitive consensus of opinion.

Personally, I feel that the current name, The Division of Industrial and Organizational Psychology, is basically appropriate for our professional specialty. Of perhaps equal importance I think is the aspect of our "image" and **visibility** vis-a-vis the business community which I believe is not insignificant. I think that business and industry is more likely to properly and clearly perceive our field under our present name, the Division of Industrial and Organizational Psychology. Were we to change it — which we did only relatively recently — to something like the "Division of The Psychology of Work" as was proposed by some, I fear that the vagueness and lack of a sense of direction and purpose suggested by such an indistinct title might have certain undesirable results.

Erwin S. Stanton

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Mr. James C. Sharf

Staff Psychologist

Office of Research

Equal Employment Opportunity Commission

Washington, D. C. 20506

Dear Mr. Sharf:

I appreciate the opportunity to review the most recent revision of the EEOC Guidelines on psychological testing. The problems faced by our profession, and by all concerned, are far reaching.

None-the-less, it is my considered opinion that we have erred in some basic principles that have to do with our American way of life. Most succinct and cogent is the principle that one can set up standards for **entry** into any profession, which psychologists have done reasonably well, but one can never legislate **the practice of that profession**.

Do you imagine that the courts would try to decide how an M.D. should diagnose a "herniated disc" or that they would proscribe the steps for and the conditions under which a surgeon should excise a tumor from the brain? It is totally incredible to think that this is a problem for the judiciary.

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Supreme Court to Examine Pregnancy Issue

by D. J. Moffie

In March of 1972 the Equal Employment Opportunity Commission (EEOC) issued a set of guidelines for maternity leave practices. [29 C.F.R. + 1604.10 (April 5, 1972)] These guidelines require employers to provide coverage in their insurance plans or private health plans for all women disabled by pregnancy, childbirth, abortion, miscarriage, or recovery from any of these; and to allow female employees to use sick leave pay during a maternity absence. Any policy or practice such as maternity leave that does not treat pregnancy as a sick leave disability may well be held to be in violation of Title VII of the 1964 Civil Rights Act.

The relevance of this study is enhanced by the prospect of possible court approval of the EEOC guidelines. Recent cases have shown a greater interest on the part of the courts in enforcing Title VII's prohibition of sex discrimination. The Supreme Court has been surprisingly active in the area of maternity leaves and benefits and recent cases reflect a trend to liberalize the rights and benefits afforded pregnant employees. This new intervention of the court in management-employee relations is of great significance when set against the possible costs of insuring for or paying benefits directly to pregnant employees.

In January of 1974, the Supreme Court ruled in **Cleveland Board of Education v. LaFleur** that enforced maternity leaves violate the Due Process Clause of the Fourteenth Amendment when leaves are based on arbitrary standards, irrelevant to stated employer purposes. In **LaFleur** a school board was restrained from requiring an instructor to leave work in the fifth month of her pregnancy on the basis that this leave would provide a continuity of teaching staff and further, that after such time

physical disabilities would interfere with the teacher's work and make her a target for physical injury. The Court held that the determination of incapacity could not be made by such an arbitrary standard and that the continuity of teaching for students bore no relation to mandatory maternity leave in the fifth month of pregnancy.

In a case decided in the summer of 1974, the Supreme Court took up the issue of pregnancy and the duty of employers to insure pregnancy as a disability. **Geduldig v. Aiello** dealt with a state insurance plan funded by employees without resort to state funds. The Court reasoned that exclusion of medical coverage of pregnancy and pregnancy-related disabilities from the plan did not constitute sex discrimination under the Equal Protection Clause of the Fourteenth Amendment and further that an objective basis such as increased cost to employees was valid to a determination of what benefits should be excluded from a medical plan. The Supreme Court viewed pregnancy as a condition dividing employees not by sex but by condition—pregnant and non-pregnant. That certain conditions were excluded from the health and medical coverage on the basis of cost or other consideration and not on the basis of sex was held to be proper.

Finally the Supreme Court agreed on May 27, 1975 to hear a case decided by the Third Circuit Court of Appeals which analyzes the issue of pregnancy in a different fashion. The Third Circuit held in the case of **Wetzel v. Liberty Mutual Insurance Company** that exclusion of benefits for pregnancy and pregnancy-related disabilities violated Title VII of the 1964 Civil Rights Act which prohibits employment discrimination on the basis of sex. The court affirmed the

(Continued)

Guidelines on Discrimination Because of Sex promulgated by EEOC, interpreting Title VII, which specifically require inclusion of pregnancy in employee benefit plans. The court refused to follow **Geduldig v. Aiello**, distinguishing that case from **Wetzel** on several points; the court noted the **Geduldig** was an action brought under the Fourteenth Amendment whereas **Wetzel** was brought under Title VII. The court appeared to reason that statutory law based in the Constitution may go beyond the requirements of the Constitution to provide greater equality, thus Title VII might require different interpretations than the Fourteenth Amendment. The Court also noted that **Geduldig** involved a self-supporting program which was distinguishable from the private industry program in **Wetzel** which was not involved with the public welfare. Finally, the Third Circuit reasoned that where **Geduldig** excluded only disabilities related to a normal pregnancy, **Wetzel** involved an insurance scheme excluding all pregnancy-related disabilities regardless of nature such that an accident ordinarily covered by the insurance plan might not be provided for where the employee was pregnant at the time. With these distinctions from **Geduldig**, the Third Circuit found that the employee disability plan violated Title VII and EEOC guidelines in not treating pregnancy as a temporary disability. The court also agreed with EEOC guidelines [29 C.F.R. + 1604:9(e)] that in this area of sex discrimination, cost is no defense. (Note: The Supreme Court in **Geduldig** ruled that cost was a consideration, the Third Circuit obviously felt that cost under a statutory interpretation was due less deference than under a constitutional interpretation.) The court never dealt squarely with the issue of treatment of employees differently on the basis of pregnancy as a form of sex discrimination but rather dealt only

with EEOC guidelines which stated this interpretation; the Supreme Court might well take up this issue. This issue is actually the crux of much of the debate — is pregnancy a difference between sexes or just among one sex and even if it is just among one sex do the courts still want to treat employment differences on the basis of pregnancy as impermissible differences on the basis of sex.

The stage is, therefore, set for a conclusive Supreme Court interpretation and ruling on pregnancy benefits and sex discrimination. The decision will be handled down either late in 1975 or during 1976. The result will have a great effect not only on the **Wetzel** case but on others such as **Gilbert v. General Electric Company** now before the Fourth Circuit Court of Appeals. The issue is whether pregnancy, as treated by the Supreme Court, is a condition which may be excluded from health plans if a rational basis exists such as argued philosophically in **LaFleur** or whether there is no basis for excluding pregnancy on the basis of interpretation of Title VII to preclude such exclusion as sex discrimination.

The Office of Federal Contract Compliance (OFCC) considers maternity in the same category as any leave. The OFCC, as part of the U.S. Labor Department, is concerned with affirmative action programs and discrimination because of sex, age, race, color, religion, and national origin. The agency covers any business or industry with \$10,000 or more of government contracts and its guidelines which mirror those of EEOC, will certainly be affected by any court decisions in the area.

A detailed analysis of court cases dealing with maternity may be secured from the author at a cost of \$1.50 which covers the cost of Xeroxing and mailing. Address: School of Business, University of North Carolina, Chapel Hill, N.C.

POSITION OPENINGS

The School of Management, SUNY-Binghamton, has several openings for faculty effective September, 1976. Of most importance is a position for a senior-level scholar in the field of Organizational Behavior to join a six-person group in this area. There is also a strong possibility that a junior-level position in this field will also be open. Finally, there are other senior and junior level positions open in the fields of Finance, Accounting, Marketing, Management Science, and Management Information Systems. Write **Michael J. Kavanagh**, School of Management, SUNY-Binghamton, New York 13901. An affirmative action/equal opportunity employer.

METRO (Cont'd)

Another feature of METRO is its publication of a professional employment newsletter with the purpose of facilitating the match between qualified applied behavioral scientist and interested companies. The employment activity is coordinated by Mr. Harvey Fox, J.C. Penney Company. Psychologists and others interested in the applied behavioral sciences are encouraged to apply for membership. Information requests about METRO should be mailed to:

Dr. Gerald Olivero
Secretary, METRO
Personnel Planning & Research
Merrill Lynch, Pierce, Fenner & Smith, Inc.
One Liberty Plaza
New York, New York 10006

LETTERS (Cont'd)

By reason of these fundamentals of liberty in the pursuit of a profession, I must recommend that we move vigorously to excise anything in the law having to do with guidelines for validation of psychological tests. It is absolutely impractical to reduce a "two foot bookshelf" to nine pages of generalities. The recent court case in which a California judge had to accept one or another theoretical solution to the problem of "bias" in testing is a first rate example of how ridiculous this entire effort is. Let us stop now, and be reasonable professionals, and declare that Executive Order 11246 was ill-advised and should be revoked.

Short of this preferred solution to a critical problem, I am sending my comments about specific segments of the newly proposed Guidelines, which certainly will be negative in most instances. There is no alternative solution but to abolish the Guidelines.

Cordially,

J. C. Denton, Ph.D.

CONVENTION (Cont'd)

will recapture the idea or the inspiration now. We hope you will be ready when APA issues the Call for Papers. A good program starts with good thinking, good ideas, good

organization and papers. With them, the Program Committee and its good ideas, etc. has a fighting chance of putting together a good program. Without good material there is little likelihood of a successful program.

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